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1 November 1955

MEMORANDUM FOR: AD/RR

THRU : Ch/E

FROM :

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SUBJECT : Recruiting Trip to West Coast, 3-21 October 1955

1. Preparations for the trip

As soon as we had determined the date of departure from Washington, D.C., the universities to be visited, and the route to be followed, we wrote letters to friends on the campuses to be visited. In cases in which we were not acquainted with the faculty, we wrote to department heads or to people recommended by others in the Agency. All such lead personnel were checked and approved by the Security and Personnel Offices of the Agency. Our letters to our leads in the universities indicated in general our substantive interests and suggested the university departments or institutes in which interested graduate students (or exceptionally good undergraduate students) might be expected. In general, we indicated a primary interest in economics, with related social science fields and area or language study fields as also possibilities. We stated the dates we expected to be at the University in question and indicated that some flexibility in schedule was possible. In most cases, prompt replies were forthcoming and it became clear on our arrival that some advance preparations for our visit had been made by the men we had contacted.

2. Procedure followed on the trip

On arrival at each school, we attempted to reserve the first half day for meeting with our contacts and with other members of the faculty. At Seattle, [REDACTED], had arranged to have us invited to the weekly faculty meeting of the economics department which fell on the day of our arrival. At Berkeley, a similar meeting had been arranged by the Business Administration and Economics Departments. We gave a short talk on the type of research person we were interested in and the general nature of the work. The questions that followed often led to specific names suggested for interview. In any event individual faculty members became more aware of the Agency as an employer to whom they might well refer promising graduate students.

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Interview schedules were set up on the basis of 45 minutes per interview. In most cases the [REDACTED] interviewed each [REDACTED]

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prospect. The group interview gave each of us a chance to observe the prospect and, after his or her departure, to compare notes and be certain that we were in agreement. Accordingly, interview reports on the promising prospects should be more reliable than could be expected if only one interviewer were present.

Forty-five minutes turned out to be a good length of time for the interviews. Since some of the interviewees were of no great interest, we had some time occasionally to review our notes, chat again with the faculty, or check on people we had already interviewed.

We were both very favorably impressed

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3. Present estimate of the results

Of the 86 people we interviewed, 9 were given Personal History Statements to fill out; two others of immediate interest had PHS's on file. These eleven are interested, are available next summer, and appear to us to be excellent prospects for the Agency in general and for ORR in particular. Thirty-six additional people interviewed are of interest to ORR at a later date (upon completion of additional graduate work or military service) or appear to us to be good prospects for some other office. These people were not given PHS's but we are filing interview reports on them because of their potential value to the Agency. The balance of those interviewed are considered as rejects because of foreign relatives, lack of qualifications, lack of interest, or the like. Reject cards are being submitted on them. Copies of the interview reports are being sent to SRB, St/A, and ERA. One copy of the reject card will be sent to SRB.

4. Recommendations for future ORR recruitment

(a) Preparation stage

(1) Make every possible effort to work through personal contacts. The number of people we interviewed at each school at which we had personal friends (University of Washington, Seattle, and University of California, Berkeley) was very large. These were also the schools with large enrollments, but we fared better at Seattle and Berkeley even if the size factor is eliminated. To increase the chances of locating personal friends, it would help to type up and distribute well in advance a list of

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faculty members in each school to be visited. Since our friends move around somewhat, we may find (as we did at Seattle) that old friends have now gone to places at which we thought we knew no one well.

(2) Find out which Universities have large and good graduate economics departments. The appropriate size can be determined from a recent issue of the American Economic Review, which contains a survey of graduate economics training in the U.S. Determining quality is more difficult, but the economists in ORR individually have impressions which could be pooled by means of a questionnaire listing the large universities in some random fashion and providing a space to rate each (e.g., good, fair, poor, don't know). The composite opinion might be worth something and suggest a change in recruitment patterns for the future.

(3) In writing to faculty contacts, be more specific about procedures you desire to follow on arrival at campus. For example, ask if they can arrange a lunch meeting the day of your arrival with some of the faculty members who would know the graduate students. We might have to be prepared to pay the bill for such a pre-arranged luncheon, but it would be worth the cost. It would also be worth mentioning in the letter to the lead source that we cannot employ non-citizens and that people who have not yet had their military service are of interest to us only after they get out of the service. It would probably be desirable to have one person write a standard section for the letters, describing as clearly and in as much detail as possible the kinds of people we are looking for.

(4) In writing to faculty contacts, be cautious about expressing an interest in "other social science" students. We spent a disproportionately large amount of time talking with Political Science majors whose interests were alien to those of ORR. We found that these people are quite capable and can do good work in the ERA, but their interests usually lie elsewhere. This is true of the other social sciences as well. At present, jobs in these related social science fields are scarce and therefore most graduate students will look into any job that sounds at all likely. The problem of interviewing too many disinterested social scientists can probably be licked by emphasizing more heavily the economic research needs of the organization in the original letter to the lead source. On this trip we talked to a large number of Business Administration majors, several of whom are very good prospects. Here again it is a question of finding people with the proper motivation for economic research. The interest and training of this group is often strongly oriented toward economics, but the people are often disinclined toward a career in library type research.

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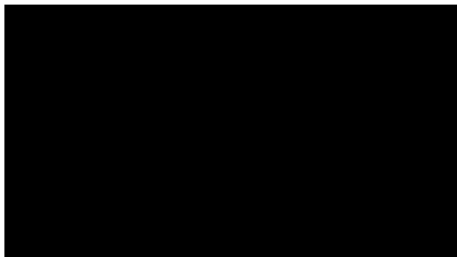
(b) Interviewing procedures

(1) Find some way of getting a photograph of applicants. For those of us who are not professional personnel people, it is hard to remember all the interviewees. In 3 weeks, we talked with some 86 prospects. A few stand out clearly, but many are vague impressions not fully recalled by our interview notes. To be sure, all people who eventually apply will enclose photos. But in the meantime a picture will help the interviewers to recall a total impression of the individual. It is true, as [REDACTED] has pointed out in discussion of this question, that getting a picture at this stage might intimidate or otherwise frighten the man being interviewed. Nevertheless, the advantage of having the photograph warrants some serious study of ways of getting it. 25X1A9a

(c) Follow-up procedures

(1) Within a few weeks, have [REDACTED] call each 25X1A9a
person to whom PHS was given who have not returned same. Some prodding of the eleven people may be necessary. They are the immediate cream of this trip and we should be aggressively interested in them.

(2) At the appropriate future time, ORR should initiate a
request to get in touch with those other interviewees who are not yet ready
for employment. The appropriate future time can be estimated by counting backward some 9 months from the date of his estimated availability. At that time, we should ask the Personnel Office to have the recruiter get in touch with the person, remind him or her of the interview in October, 1955, and get a PHS into our hands if then appropriate. In cases in which several years of graduate work remain, we should have the recruiter contact the prospect at least once a year in the intervening period.



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Attachments:

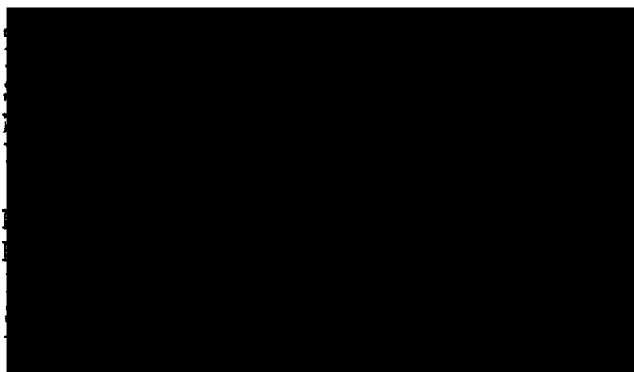
1. Appendix A
2. Appendix B
3. Appendix C

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APPENDIX A

List of persons of immediate interest to whom PHS's were given:



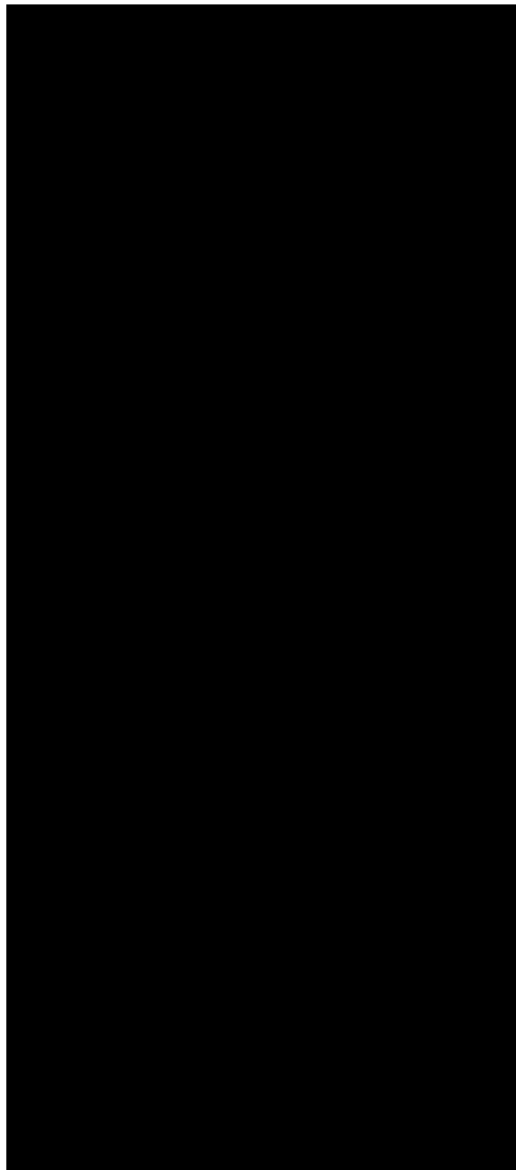
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APPENDIX B

List of persons of later interest* to whom PHS's were not given:



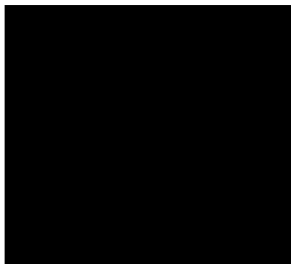
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*ORR or elsewhere.

APPENDIX C

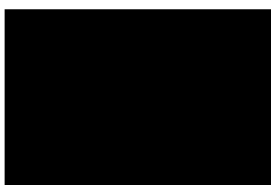
List of Faculty Personnel with whom we talked at some length:

University of Washington, Seattle, Wash.



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University of California, Berkeley, California



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University of California, Davis, California



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University of California, Los Angeles, California



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Stanford University, Stanford, California



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